

# OYA *In the Loop*

**January 12, 2009**

As part of the Systems Improvement Process (SIP), our two labor unions requested, and management agreed, to do a review of the Employee Services (now called Human Resources) unit. Member of the Supervision and Oversight work group of the SIP developed the goals for the review. The work group was concerned that employment-related investigations conducted by OYA were not conducted in a timely manner, were not objective, and were not thorough. The work group wondered whether the staff in Human Resources had the right training and expertise to do the investigations.

The SIP work group recommended that managers, represented staff, and labor organizations develop expectations for the human resources function at OYA. It further recommended that OYA obtain the services of a third party to review the human resources functions to determine whether OYA's current functionality meet those expectations.

We formed a committee of labor representatives and managers, including our Human Resources manager Belinda Teague, to develop performance expectations for Human Resources and a plan for the third-party review. The committee met several times and out of that work came the Human Resources values and principals that we shared with you last fall. In addition, the group developed the framework for the third-party review.

The committee agreed that the review team members needed to be experts in human resources skills as they pertain to Oregon state government and to 24/7 institutional work. We asked the Department of Administrative Services (DAS) to lead this effort. A team of six people from DAS and the Department of Consumer and Business Services conducted the review.

Their findings do not surprise me: To do an adequate job of providing comprehensive services to a 24/7 agency with about 1200 employees, Human Resources needs more staff and more training. The report from the external group is quite technical and detailed, but I want to share it with you. It is attached.

In conclusion, I want to express my gratitude to Dan Ferguson, our SEIU local President, and Rick Hayden, our AFSCME local President, who worked hard throughout the SIP process and on the committee that helped Human Resources develop their values and principles. I also want to express my gratitude to Belinda Teague, our Human Resources manager, who has brought to OYA a fresh perspective about human resources work and who has began the process of establishing trust in that part of our agency.